JOB SATISFACTION AMONG FEMALE STAFFS:

A Study of Private Colleges in Kathmandu Metropoliton City,

Nepal

A DISSERTATION
SUBMITTED TO THE CENTRAL DEPARTMENT OF
SOCIOLOGY/ANTHROPOLOGY
IN PARTIAL FULFILLMENT OF THE REQUIREMENT
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Letter of Acceptance

This thesis entitles **"Job satisfaction among female staffs: a study of private college in Kathmandu metropolitan city, Nepal" by Bindu Karki,** has been accepted as partial fulfillment of the requirement for the master Degree of Humanities and social sciences in Sociology.

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APPROVAL LETTER

On the recommendation of the research advisor,**Ms. Milly Joshi**, this research report submitted by **Bindu Karki** entitled **"Job Satisfaction Among Female Staffs, A Study of Private Colleges in Kathmandu Metropoliton City, Nepal"** this study has been completed based on candidate's original research work and submitted for the fulfillment of the requirement for master's degree of Art in Sociology/Anthropology.

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Date: November 24, 2010   Bindu Karki

Abbreviations

NHRC   **Nepal Health Research Council**

WHO   **World Health Organization**

NGO   **Non Governmental Organization**

INGO   **International Non-Governmental Organization**

SPSS   **Statistical Package for Social Sciences**

APROSC   **Agricultural Projects Service Centers**

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CHAPTER I

INTRODUCTION

1.1 Background

Gender is a crucial aspect of development. This is especially true in the developing countries. In Nepal, more than half of the population is composed of females while their active involvement in implementing agencies is quite negligible. Even for the few women employed in state agencies, their role is limited mostly to daily administration and minor technical works, almost negligible number having decision making positions.

Traditionally, there is a "public –domestic distinction" between males and females within Nepalese society. Within the traditional patriarchal concept of women doing all in-house works and men doing prestigious outside works, females are engaged at large with their households. Of late, even though women are gradually being more exposed to public sector, and women are also appearing increasingly in household works. The limited women professionally engaged in outside works have not been able yet to liberate themselves from their household responsibilities. Thus, they are more exposed to a role conflict between home and workplace.

Organizational theory and research has traditionally been the area of sociology (Levinson, 1959). Interest in control in organizations is central to sociological theory. Opinions vary as to the true nature of sociological activity, but few would deny that sociology is and should be concerned with the explanation of meaningful social action. As such, sociology is oriented to uncovering the determinants of action and therefore with attempts to control that behaviour. All such behaviour is determined by official, legal, formalized demands and expectations (Salaman and Thompson, 1995).

The effectiveness of any organization depends upon proper utilization of its human resources. Every human being has several needs to satisfy. The motives of the people are basically dependent on their values, knowledge, attitudes and beliefs. Males and females

may have different interests, likes and dislikes. The motivational tools for one sex may not work on the other sex. In many public places, especially in developing countries, it has been observed that the females being minority group are often neglected. The resulting frustrations, depression and demotivation can have too serious impact for the organization.

Certain important job characteristics like accomplishment in job, enjoyment from work recognition, prestige and status, scope of using personal initiative and possibility of growth etc, lead to the job satisfaction of an employee in an organization. Job satisfaction in general might also be dependent in many other socio-economic characteristics of an employee such as age, education, family characteristics, etc.

This research work was intended to critically examine the situation of female staff working in private college of Nepal. For this purpose, a case study was performed over the female staffs working in private college. Through this study, it is intended to explore into their socio-economic status, level of job satisfaction, and difficulties they face in their workplace. The knowledge of the socio-economic characteristics, aspirations, satisfaction and problems of the female staff is expected to be a step forwards in motivating them in their work and thereby encouraging a gender balanced organizational growth.

1.2 Statement of the problem

The number of university and colleges in Nepal has increase tremendously for the past few years. Due to the increasing number of universities and colleges in Nepal, college academic staffs may face more problems in their job as the managements are facing competitive pressure from other colleges. Almost colleges are now setting new goal to compete with other universities as well as the academic staff are involving with the

ultimate goal. This may causes the college academic staffs to face plenty of pressure and therefore affect their satisfaction and even their physical or mental health.

The aim of this study is to identify the factors that influence the academic staffs' job satisfaction. The title was selected regarding teaching staffs because educators have been consistently identified as a group experiencing high dissatisfaction at work.

Family and work are inter-related and interdependent to the extent that experiences in one area affect the quality of life in the other (Sarantakos, 1996). Home-work interface can be known as the overlap between work and home; the two way relationship involves the source of factors at work affecting home life and vice versa. It asks about whether home problems are brought to work and work has a negative impact on home life (Alexandros-Stamatios G.A et al., 2003). For example, it questions whether the workers have to take work home, or inability to forget about work when the individual is at home. Home-work interface is important for the workers to reduce the level of work-related dissatisfaction.

According to Lasky (1995) demands associated with family and finances can be a major source of 'extra-organisational' factors that can complicate, work-place frustration. Russo & Vitaliano (1995) argued that the occurrence of frustration in the workplace either immediately following a period of chronic stress at home, or in conjunction with other major life stressors, is likely to have a marked impact on outcome.

Several studies have highlighted the deleterious consequences of high workloads or work overload. According to Wilkes et al. (1998) work overloads and time constraints were significant contributors to work frustration among college staffs. Workload stress and not getting payment according to work, the staff get feeling of constant pressure.

Rapidly changing global scene is increasing the pressure of workforce to perform maximum output and enhance competitiveness. Indeed, to perform better to their job,

there is a requirement for workers to perform multiple tasks in the workplace to keep abreast of changing technologies (Cascio, 1995; Quick, 1997). The ultimate results of this pressure have been found to one of the important factors influencing job frustration in their work (Cahn et al., 2000). A study in UK indicated that the majority of the workers were unhappy with the current culture where they were required to work extended hours and cope with large workloads while simultaneously meeting production targets and deadlines (Townley, 2000). Role ambiguity is another aspect that affects job frustration in the workplace. According to Beehr et al. (1976), Cordes & Dougherty (1993), Cooper (1991), Dyer & Quine (1998) and Ursprung (1986) role ambibuity exists when an individual lacks information about the requirements of his or her role, how those role requirements are to be met, and the evaluative procedures available to ensure that the role is being performed successfully. Jackson & Schuler (1985) and Muchinsky (1997) studies found role ambiguity to lead to such negative outcomes as reduces confidence, a sense of hopelessness, anxiety, and depression.

1.3 Rationale of the study:

The study of worker attitudes is important for several reasons. From a humanitarian perspective, satisfaction and commitment are products of good treatment at work. Given the proportion of our lives spent working, satisfaction and commitment contribute to our overall well being (Specter, 1977).

The new forms of power that are developing in modern society are closely connected with the great efficiency of indirect mechanisms of organizational control. Mobilizing their professional commitments to the work can control the efforts of people still far more efficiently than through wages alone (Blau and Schoenherr, 1971). This can lead to insidious organizational control over participants, because the more unobtrusive controls are not easily identifiable as power (Salaman and Thompson, 1995).

As people pursue their experience within the organization, we may assume a process of explicit or implicit assessment to be taking place as they measure that experience against such aspirations as they may entertain. Clearly their experience has a number of different aspects. It will be assessed by the individual according to his aspirations, along various dimensions of extrinsic rewards such as money, environmental conditions, status, and social satisfactions; along dimensions of intrinsic rewards such as job interest, challenge, creativity, autonomy and other paths to self actualization; and along dimensions of participation in decision making which may have extrinsic or intrinsic value or both (Fox, 1971).

Studies have examined gender differences in determinants of job satisfaction. Murray and Atkinson (1981) conclude that in general women attach more importance to social aspects, and men place greater value on pay, advancement, and other extrinsic features. One hypothesis is that women's job satisfaction is more affected by family needs than men's. Quinn et al. (1974) found that women placed more importance than men did on travel time from home, perhaps because of women's home responsibilities. Martin and Hanson (1985) hypothesized that determinants of job satisfaction vary by whether a person is the breadwinner in the household. As expected, they found that convenience was more important for the job satisfaction of non breadwinning women than for others.

This study has attempted to point out the causes of female employee's satisfaction or dissatisfaction in their jobs. Job dissatisfaction can lower the proactive participation, morale and loyalty of the staff leading to organizational disorders. Hence the study of the major causes of employee's job dissatisfaction and means to rectify it should be considered as an important step towards better organizational control.

1.4 Objectives of the study:

General Objective:

This study tries to trace the level of job satisfaction among female staff working in private colleges in Kathmandu Metropoliton city in Nepal

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Specific objectives:
1. To find out the aspirations of women working in college.
2. To identify the determinants causing the job satisfaction.

1.5 Research questions:

What are the factors that affect job satisfaction among the women staffs?

1.6 Operational Definitions:

For easy understanding and interpretation, the following terms have been used in this study, bearing the meaning as illustrated:

Job Satisfaction:

Satisfaction of the staff with certain social aspects of her job, such as prestige, status and recognition among her peer groups, accomplishment in job, scope of using personal initiative enjoyment from work and possibility of growth.

Age:

Age refers to the age of the respondents during the period of interview. It is measured in terms of range of years and categorized as –
1) Very young (below 30 years),
2) Young (31 -40 years) and
3) Middle age (41 -58 years)

Family size:

Family size is defined as the number of individuals living with the respondent in the family. Family is categorized as – Small (1-4), Medium (5-7) and Large and extended (more than 7).

Employees in the family:

It refers to family members living with the respondent's family who makes certain financial contribution to her family.

Number of opportunities availed:

The number of opportunities like – conference, seminar, higher education training, workshop and others, a respondent availed as an employee.

1.7 Conceptual Framework

Conceptual framework analyzed the different variables such as socio-demographic, job satisfaction related and about the determinants regarding jobs dissatisfaction which can directly or indirectly affect the job satisfaction of the respondents.

Independent variables   **Dependent variable**
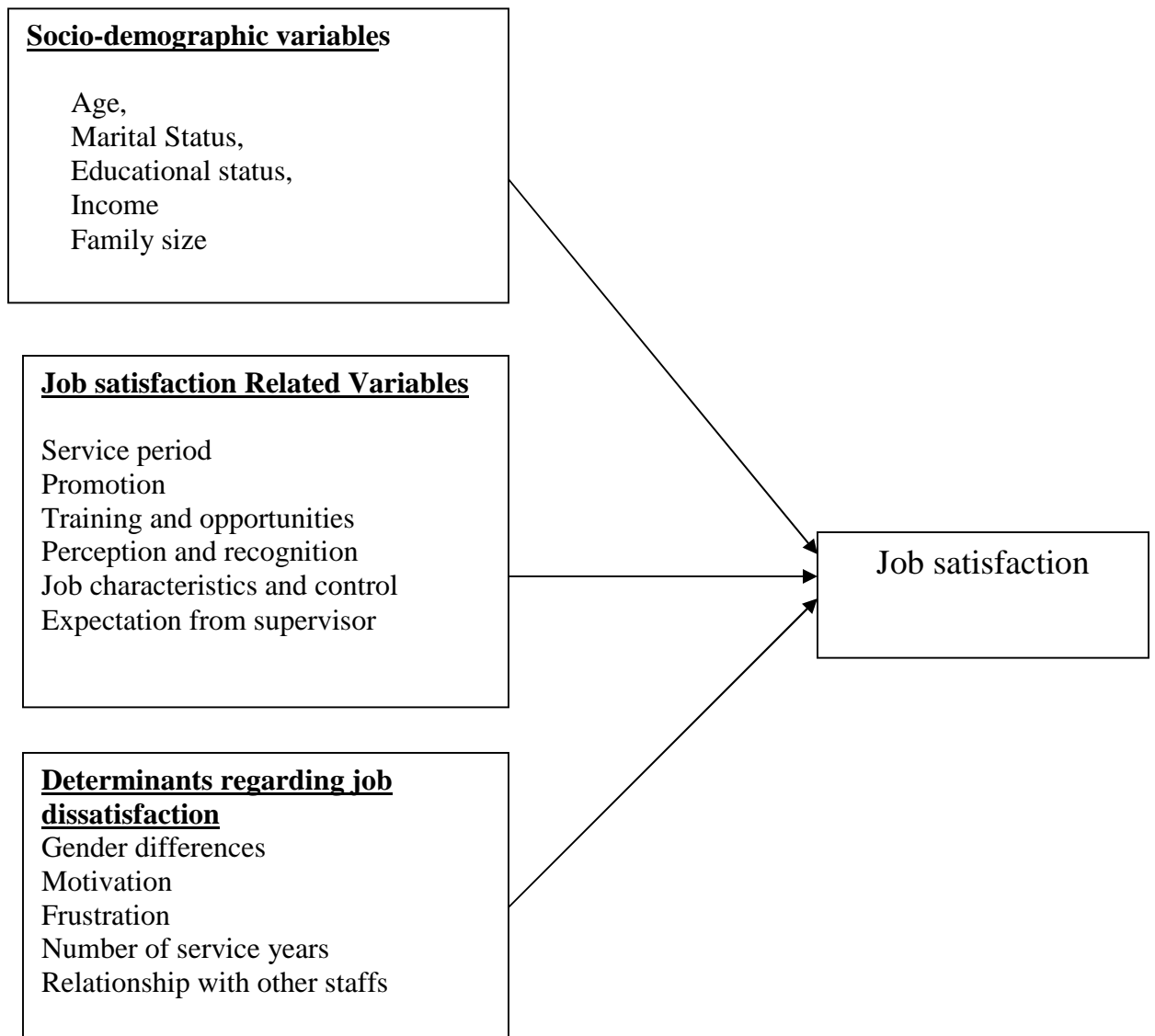
```
┌─────────────────────────────────┐
│ Socio-demographic variables     │
│                                 │
│    Age,                         │
│    Marital Status,              │
│    Educational status,          │
│    Income                       │
│    Family size                  │
│                                 │
└─────────────────────────────────┘

┌─────────────────────────────────┐
│ Job satisfaction Related Variables │                  ┌────────────────────┐
│                                 │                     │                    │
│ Service period                  │                     │  Job satisfaction  │
│ Promotion                       │─────────────────────▶│                    │
│ Training and opportunities      │                     └────────────────────┘
│ Perception and recognition      │
│ Job characteristics and control │
│ Expectation from supervisor     │
│                                 │
└─────────────────────────────────┘

┌─────────────────────────────────┐
│ Determinants regarding job      │
│ dissatisfaction                 │
│ Gender differences              │
│ Motivation                      │
│ Frustration                     │
│ Number of service years         │
│ Relationship with other staffs  │
│                                 │
└─────────────────────────────────┘
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Figure 1: Conceptual Framework

CHAPTER –II
REVIEW OF THE LITERATURE

2.1 Theoretical reviews

One of the most stimulating recent developments in sociology has been the growing attention given to organizations. Power, authority, the division of labour, rules of behavior, social control, all difficult to isolate for study in society, present themselves universally in organizations and with must greater clarity and definition. The sociological standpoint insists that human beings must be studied in respect of how they actually act rather than how they might ideally act. This standpoint when applied to problems of organization produces a literature which is distinctive to sociology and which stands at the traditional core of that discipline (Albrow, 1968).

The individual's commitment to his organizational role will depend partly on how that role is evaluated in his society and on how his other group affiliations put him in a position to make demands of the organization, to negotiate on commitment, and to take independent view of the organizational purpose. Thus members of the organization may put job security at the very centre of the organizational goal structure, and commitment to any other goal may be regarded as a price to be paid. Alternatively, it may be the case that an organizational goal is treated by the various social groupings in the organization as purely instrumental in obtaining their own purposes (Albrow, 1968)

2.1.1 Fundamentals of work organizations

'Work organizations' are defined as those within which paid employee carry out work on a regular basis, and which have been deliberately established for explicit purposes. The category includes organizations with formal objectives as diverse as business enterprises, hospitals, educational institutions, and government departments and the administrative offices or trade unions (Child, 1972).

The essence of organization is regular, standardized and recurrent behaviour. The regularities and uniformities are structured into the behaviour by norms. Minimally, the social organization comprises systems of roles, sanctions and communications, without these there is no organization. The second major element of the social organization is the normative system of sanctions through which super ordinates seek to regulate and control the behaviour of subordinates. The third and last major basis component of the social organization is a communication system.

Management ideology seeks to legitimize in the eyes of organization member not only the goals defined by the organization's leaders but also the social organization, which is designed to serve them. By these means it hopes to strengthen its chances of securing willing compliance from its members which means here not simple obedience, but also a disposition on the part of the subordinate to use whatever discretion he has in decision making to further the ends of organizational leaders (Fox, 1971).

The sociological analysis of organizations confronts the same problems with regard to the nature of social structure as does sociology in general. To totally ignore the innovative and constructive aspects of behavior in organizations would be to largely ignore social change (Weeks, 1973).

2.1.2 The Traditional organization Theory

Human personality has been virtually excluded from traditional organization theory. Its absence is perhaps most clearly reflected in Weber's theory of bureaucracy, which has become a major source of current thought regarding social organization and social role. In Weber's writings, norms are clearly defined and consistently applied, the agencies of role socialization succeed in inducing acceptance of organizational requirements and the sanctions system provides the constraints and incentives needed to maintain behaviour conformity. Every individual is given a clearly defined role and readily fills it. There is

little room in this tightly bound universe for more complex choice for individual creativity or for social change.

For Weber, bureaucracy as an ideal type is administered by 'experts' in a spirit of impersonal rationality and is operated on a principal of discipline according to which each member performs his required duties as efficiently as possible. In this scheme of things, emotion is regarded merely as a hindrance to efficiency, as something to be excluded from the bureaucratic process. While Weber has little to say about the problem of motivation, two motives implicitly become universal instincts in his conception of bureaucratic man. These are conformity of structural norms and status seeking.

There has been widespread acknowledgement of both the merits and limitations of Weberian thought. However, the relevance of personality for organizational structure and role definition remains a largely neglected problem. In the excellent reader in Bureaucracy (1952), the editors Merton et. Al. suggests two lines of interrelation; first, that personality may be one determinant of occupational choice; and second, that a given type of structure may in time modifies the personalities of its members. These are valuable hypotheses. However, they do not acknowledge the possibility that personality that personality may have impact on social structure. When a member is critical of the organizational structure, he may maintain his personal values and work towards structural change (Levinson, 1959).

Waver used the concept of organization to refer to a network of authority distribution where there prevails a high degree of correspondence between the substance of commands and conditions favoring compliance with them. From this premise, pure bureaucracy obtains when the principle of technical efficiency is given overriding priority above all other consideration. Many academicians have criticized his model of organization as being ambiguous, unclear, misleading and impractical.

Bittner, in his article " The concept of organization" writes- while Weber is quite clear in stating that the sole justification of bureaucracy is its efficiency, he provides us with no clear-cut guide on how this standard of judgment is to be used. When the actor is treated as a permanent auxiliary to the enterprise of sociological inquiry at same time that he is the object of its inquiry. There arise ambiguities that defy clarification. Weber, of course intended to achieve an idealized reconstruction of organization form the perspective of the actor. He fell short of attaining this objective precisely to the extent that he failed to explore the underlying common- sense concept for the purposes of sociological inquiry. Up to a certain point, it is, indeed, unavoidable (Bittner, 1965).

2.1.3 Modified Control in Organizations

The prototype of bureaucratic control is the authority exercised through a chain of command, in which superiors give orders subordinates are obligated to obey. The transmission of orders through a long chain of communication links in an organizational hierarchy is likely to be a slow process and to distort these orders. A second mechanism of control in organizations discussed by Weber is the establishment of explicit regulations and procedures that govern decisions and operations. Discipline refers to compliance with rules and regulations as well as to compliance with orders form superiors (Blau, 1971).

There is a close connection between conformity with rules and control through a chain of command in organizations. Once a management or dominant group has established a rule that is to its advantage, its individual members cannot easily escape form being bound by the rule even if they would like to in particular instances, because it is the advantage of the group as a whole to uphold the rule (Lenski, 1966).

The allocation of personnel and other resources is the ultimate mechanism of organizational control. Combinations of several of the mechanisms of control outlined are found in most organizations, but the emerging trend seems to be a decreasing reliance on control through a chain of command and an increasing tendency to rely on indirect kinds

of control. These indirect forms of control are more compatible with democratic values than is the bureaucratic authority exercised through a chain of command (Blau, 1971).

The human relations theorists sought to restore the individual with his needs ands drives, to a central place in organizational theory, a place denied to him by the classical management theory or by Weberian Nureaucratic theory. Organizations are something more than the structural categories of the Webrian model: the skeleton of hierarchy, rules, offices roles, careers, and so on (Perrow, 1972).

It has recently been noted that the most significant form of power within organizations is the power to limit, guide and restrict the decision-making of organizational personnel, such that even when they are allowed, or obliged, to use their own judgments, they do not deviate from official expectations (Salaman and Thompson, 1995).

2.1.4   Importance of Job Satisfaction

All the activities of an enterprise are initiated and determined by the persons who make up that institution, plants, office computers, automated equipment and all else that a modern firm uses are unproductive unless with human efforts and direction. Of all the task of management, managing the human component is the central and most important task because all else depends on how well it is done (Likert, 1977).

The effectiveness of the organization depends upon the proper utilization of manpower. But the human beings have several needs to which they want to satisfy. The motives of the people are basically based on their values, attitudes and belief. So the management should consider all the factors, which help to motivate them. No one contributes better efforts without fulfilling his wants and desires (Gautam, 1980).

In additional to the demands and obligations imposed upon the individual, we must also take into account the techniques, resources and conditions of work the means made

available to him for fulfilling his organizational functions. Technological and ecological facilities are not merely 'tools' by which norms are met: they are often a crucial basis for the maintenance or change of an organizational form.

In describing the tasks and rules governing a given organizational position, and the facilities provided for their realization, we are, as it were, looking at that position from the viewpoint of a higher administrative authority whose chief concern is getting the job done. Bureaucracy is often analyzed from this (usually implicit) viewpoint. What is equally necessary, though less often done is to look at the situation of the position member from their own point of view: the meaning it has for them, the feelings it evokes, and the ways in which it is stressful or supporting.

Role performance, like any form of human behaviour is the resultant of many forces. Some of these forces derive from the organizational matriz: for example, from role-demands and the pressures of authority, from informal group influences, and from impending sanctions. Other determinants lie within the person, as for example his role conceptions and role relevant personality characteristics (Levinson, 1959).

Role conflict occurs when an individual is subjected to incompatible role expectations. Two main sources have been identified in the literature. The terminology varies, but the concepts are well established in multiple role conflict there is a conflict of expectations due to an individual holding a position in each of two or more different social systems. This has also been called as interpersonal role conflict: inter role conflict, role incompatibility and so forth. The classic example here is the conflict between a person's roles at work and at home (Pugh 1966).

In single role conflict, there is a conflict of expectations concerning a single position due to the differing expectations of members of the social system with whom the individual interacts. This has been called role incompatibility, role confusion, interpersonal role

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conflict, intra-role conflict and inter-sender conflict. This type of role conflict conflicting expectations of members(Usually groups or categories) of an individual's role set owing to their location in formal organization and consequent structural perspective, has been the most frequent subject of Investigation(Pugh 1966).

Job satisfaction is related to one's personal aspirations. the extent to which the job utilizes one's skills, and expectations, which one's social status postulates for him (Weschler et. al. 1952).According to the job characteristics theory of Hackman & Oldham(1975),the job itself should be designed to possess certain characteristics that create conditions for high motivation, satisfaction and performance. Critical psychological states are internal to persons and therefore, not directly manipulatable (Hoonaker.et.al, 2002).The job satisfaction and need satisfaction are inter-related .When the various needs of the employees are fulfilled, naturally the employees may satisfy with their jobs. Thus, if the goals of the employees are fulfilled, only then they will be ready to fulfill the organizational goal (Gautam, 1980).

It is possible for social science professionals to fret unduly about the logical and empirical status of a concept like job satisfaction. Of course, it should be recognized from the outset and never be overlooked that job satisfaction is in many ways a problematic concept for social scientists –difficult to define in the abstract, difficult to measure with complete confidence, and usually requiring care or even caution when being inferred from apparently clear empirical results.

2.2 Factors affecting job satisfaction

Two social theories compete to explain what determines job satisfaction: the "bottom –up theory" and the "top –down theory. The bottom-up theory basically states that individuals have needs and that they will be happy if their needs are satisfied. The sum of positive and negative effects is used to determine happiness. In contrast, top-down theory states that there is "a global propensity to experience things in a positive way." In other words, all individuals have a desire to be happy and this attitude will be the major influence on

their lives. Thus, feelings about job satisfaction are generated in one of two ways: from the bottom up by adding positive effects and subtracting negative ones, or from the top down by the diffusion of one's desire to be happy (Diener.et.al..2003)

Abraham H. Maslow's hierarchical model of human needs can be used to identify the factors affecting job satisfaction. The model states that individuals experience a hierarchy of needs, from lower level to higher level psychological needs (Maslow, 1954). Maslow's model can be used to develop a sense of bottom-up perspective on job satisfaction(Devaney,2003).Moving up the hierarchy, it can be observed that individuals also have social needs: for affection, belonging, and acceptance. These needs affect the way that individuals interact with their co workers and management (Devaney, 2003)

Many factors can influence an employee's commitment to the organization and satisfaction with his or her job. Job factors can influence attitudes, which in turn, can influence turnover intention (Hoonaker, et.al.2002).These factors can be broadly studied under two categories: Demographic factors and work related factors.

Studies have shown that demographic factors such as age, gender, and education have important effects on job satisfaction. Older workers, for example, are more likely to be satisfied than younger (Kalleberg and Loscocco, 1983).Work related factors are the factors that differentiate the work place. They also are likely to pay a definite role in job satisfaction among workers. For example, Joanne Miller found that job satisfaction was greater among workers in jobs that were more secure and highly paid (Miller,1980).Other influential factors include whether the individual worked full or part time and whether they worked for themselves or for someone else(Devaney,2003).

Another important component of job satisfaction is the worker's attitude towards the job. The intrinsic rewards of a job –such a sense of control over one's work and a feeling of accomplishment are important determinants of job satisfaction. More complex jobs generally are more mentally challenging, and when workers have various autonomous tasks in their jobs, they tend to have more sense of control. Previous studies have shown

that job satisfaction is negatively related to the performance of more complex and autonomous tasks(Devaney,2003)Intrinsic work motivation is primarily determined by elements of the job that make the work challenging and worthwhile (Carayon & Smith).

Several studies take a social approach to job satisfaction, examining the influence of supervision, management and coworker support. An individual's level of job satisfaction might be a function of personal characteristics and the characteristics of the group to which she or he belongs. The social context of work is likely to have a significant impact on a worker's attitude and behaviour. Relationships with both coworkers and supervisors that the better the relationships the greater the level of job satisfaction (Devaney, 2003).

Different academicians have conducted studies exploring relationship of different variables with job satisfaction. I have concentrated my reviews especially on the works .Which focused on women in public sectors. These will be discussed below categorically for each of the independent variables.

2.2.1 Age

Age –wise, the younger employees are distinctively less satisfied than the adult and the older employees. Their expectations are quite higher than those of their seniors (Gautam,1980).In contradiction to it T.B Shrestha, U.B Shrestha and U. Pradhan found that giving high priority to the job and linking the job were highest among younger personnel because they felt challenged and at the same time were more optimistic (Shrestha et.al.1986) again. S.D.Bhattari in his thesis "job satisfaction of the officers of APROSC" wrote –"the higher the age of the officers higher the job satisfaction and vice-versa. It may be concluded to the fact that as the increase they have either lesser chances to change the job or the longer they stayed on the job the more they valued it(Bhattarai,1983).

Brush, Moch, and pooyan (1987) found that age was positively related to job satisfaction and relationship was linear. In another meta-analysis, Clark, Oswald, and Warr (1996) found that age was related to job satisfaction, the relationship being curvilinear for men

and linear for women. For men, this suggested that job satisfaction decreased in the early years of employment only to increase after the age of 45(Spector, 1997).

2.2.2 Sex

Most of the researchers have not much considered sex to be an important variable. This can influence "job satisfaction". But sex does effect in the variation of job satisfaction. V.P Gautam in his study found out that –sex –wise speaking, both male and female are more satisfied than that of the male employees. In affiliation need the male are satisfied whereas females are not satisfied and for the rest prestige, autonomy and achievement needs both groups are not satisfied but female employees show greater dissatisfaction than that of the male employees (Gautam, 1980)

Studies of gender as predictors of satisfaction have yielded inconsistent findings. Gender studies of satisfaction consistently demonstrate no differences between the sexes(or higher satisfaction for females), through this findings is paradoxical(Crosby ,1982:Phelan,1994:Hodson,1989)

2.2.3 Education

The job satisfaction of highly educated people is surprisingly low. We conjecture that this is because such people have (unfeasibly) high aspirations. Life satisfaction is apparently also lowered in some cases by greater education –probably for the same reason of unsustainable expectations. Education is also associated with greater hours of work, which reduce satisfaction. For people with similar pay and hours, satisfaction falls monotonically with education (Gardner and Oswald, 2002)

Education probably tends to raise expectations and make people dissatisfied with performing the routine tasks required of most jobs(Glenn et.al..1977).Glenn and Weaver (1982) argued that education increase the expectations of the job therefore reducing job satisfaction. T.B Shrestha, U.B Shrestha and U.Pradhan wrote –bachelor's degree employees felt they were relatively deprived in terms of job security. The under graduates

and graduate employees don't show their perceptions, receiving the satisfaction within the satisfaction level across all the needs. But the post graduate employees are only satisfied with economic security and affiliation needs and are dissatisfied with rest prestige autonomy and achievement needs (Gautam, 1980).

2.2.4 Family size and characteristics

The results of the studies focusing on the relationship of family characteristics and job outcomes have been mixed. For instance, Crosby (1982) found that single and married workers without children were less satisfied than those married with children. Married respondents were found to be less satisfied in the study of hospital employees (Agho, Mueller, and Prince, 1993).Another study demonstrated that dual wage earning couples with children reported higher levels of organizational identification (Gould and Werbel, 1983).

When family responsibilities and work conflict, Job satisfaction is generally affected negatively. Quinin, Staines, and Mccullough (1974) found that women with children under the age of six were less satisfied with their jobs than those without young children. Boles, Howard, and Donofrio (2001) found work-family conflict was negatively related to satisfaction. In the study related to work-family conflict, Scandura and Lankau (1997) found that women who perceived their organizations offered flexible work hours reported higher levels of organizational commitment and job satisfaction compared to women who did not. In a study of factory workers in the middle East, Women were more likely to leave their jobs due to traditional family arrangements (Weisberg and Kirschenbaum, 1993).

Small family size had greatest influence on perception of high esteem and enjoyment of work. The largest family size had the lowest response to all five aspects of job consciousness (Shrestha et.al.1986).Some theorists declare that only well prepared families can successfully foster the balanced and competent personality development of children and mental heath of the family(Shrestha,1988).

Another issue related to job satisfaction, family, and gender is the notion of the primary wage earner or "breadwinner". Past research has suggested that wage earning responsibility is typically held by men and is negatively associated with job satisfaction. For instance, it has been speculated that secondary wage earners satisfaction is impacted to a lesser degree by earnings. Women might be more satisfied with their jobs because they are generally not the primary wage-earners(Glenn and Weaver ,1982).An examination of the interaction among age, wage-earner status, gender, and job satisfaction and age for primary wage earning women(Martin and Shehan,1989).For pay satisfaction, female breadwinner females(Witt,1988).

In a survey conducted by public relations society of America, it was found that employees wanted their flexible locations to employees. They slightly disagreed that employees with children have more trouble being promoted, but agreed that they face barriers other employees do not. When comparing women and men, women more strongly believed that juggling work and family was for women (Toth and Aldoory, 2001).

2.2.5 Service period

The number of service years of employees has significant positive correlation with their job satisfaction. The results of a survey of officers of APROSC inferred that the more the number of service years of the officers, higher the job satisfaction and vis-à-vis .The reason behind this may be due to the fact that the longer they stayed on the job ,the more valued it is. They might have gained more experiences and thus highly developed confidence in their job for being satisfied (Bhattari, 1983).Service period-wise speaking the short service period and long period employees are not satisfied across all the five need areas. The medium period employees are satisfied only with eco-security need and for rest affiliation, prestige, autonomy and achievement needs. Similarly the very long service period employees are satisfied of all the needs except prestige need (Gautam, 1980).

In their study of job satisfaction and commitment of business agents. Bowen ,Radhakrishna and Keyser found that older (over 40 years of age),females, married and experienced agents were more satisfied than younger, male, single, and less experienced agents. Agents who had worked longer for extensions were more committed to their organizations than younger agents (Bowen, et.al, 2001)

2.2.6 Salary and promotion

Pay and promotion are among the most popular forms of reward in organizations. Monetary reward represents a means by which an individual satisfies his or her physical needs. However, money also represents a sense of achievement, a source of recognition, and means of obtaining intangibles such as leisure and entertainment (Locke, 1976).As might be expected, there is a positive association between pay and pay satisfactions. However, the relationship between pay and job satisfaction is not generally a strong one. A worker's assessment of pay fairness may be more important than objective pay in determining overall job satisfaction (Spector, 1997).

Pay satisfaction refers to an affective state in which an individual feels they have received what they deserve. In other words, satisfaction with pay results from the congruence between what is obtained and what is deserved, according to the individual. Heneman (1985) argues that measures of pay satisfaction should include satisfaction with pay level quantity and quality of fringe benefits and administration.

Economists and many executives stress the importance of the size of the paycheck in determining a worker's job satisfaction and the probability that he will remain in his job (Gautam,1980).Undoubtedly increased income will reduce dissatisfaction (Shrestha,et.al..1986).Wages for securing food, clothing and shelter normally are individuals true, for people work to attain their own personal economic, social and psychological objectives (Mamaria, 1985).

Another reward considered important to satisfaction and commitment is promotion. Like pay, promotions should be considered in relation to the importance an individual or workforce attaches to them. Locke (1976) suggests that different groups may have specific criteria for receipt of pay raises or promotions. For instance, public employees may need to take a formal examination for promotion. Several studies have demonstrated that promotions are an important source of satisfaction, commitment and turnover for both men and women (Johnson, McClure, and Schneider, 1999). A major trend in recent findings is that women have higher turnover rates and report a stronger intent to leave due evidence suggests that too little focus is given to inequality within organizations. What may be more important than objective pay and /or promotion is the perception of fairness among the employees.

2.2.7 Training and opportunities

Training imparts new ideas to workers and often provides incentive to improve job performances. In a study conducted by Shrestha, Shrestha and Pradhan it has been revealed that almost all respondents expressed the need for training. Furthermore the findings showed that there was a positive relationship between training and linking the job, giving priority to his job. Those with additional training were more satisfied with their job than those without (Shrestha, et.al.1986)

It is suggested that schemes, such as training of unemployed and underemployed family members for subsidiary jobs be implemented to provide skills to family members to enable them to generate additional income, which may indirectly maximize job satisfaction of employees (Shrestha et.al.1986)

2.2.8 Perception and recognition

The individual feels job satisfaction only when it offers recognition, sense of achievement, greater responsibility and opportunity for advancement (Hazberg. et. al. 1959). Perception of high- esteem reflects an employees own evaluation of job

performance (Shrestha.et.al. 1986). A survey by Hoonaker showed that workers ranked "challenge" of their job and "responsibility" as more important than their base salary, job/organizational design has been suggested as an important solution (Hoonakeret.al.2002)

According to Mashlow, needs are organized in a series of levels called hierarchy of needs the 'lower order needs' should be satisfied before the "higher order needs". But he also emphasizes –esteem from others (ie higher order need) should be satisfied: thwarting of these needs produces feelings of inferiority, weakness which give rise to basic discouragement or neurotic trends. If self-esteem need is not satisfied, disgust, inferiority compels and discouragement may result. The satisfaction of need of actual esteem from others leads to a feeling of self-confidence and prestige (Mamaria1985).

Honaker, Alexander Carayon found that women in IT jobs with low task identity experience lower job satisfaction than other groups. Women who experience high levels of task identity report higher levels of job satisfaction (Hoonaker. et.al.2002).

2.2.9 Job characteristics and control

Characteristics associated with the nature of the job are also determinants of job satisfaction. One important aspect of the employee's job relationship is the element of mental challenge or work complexity. Locke (1976) argues that complex work is essential for job satisfaction because it alleviates boredom. Interesting work produces involvement in decision making, responsibility, and satisfaction which in turn requires commitment.

Work complexity is related to both gender and job satisfaction. Hondson (1989) found that men were more positively influenced by influenced by complex work than were women. Agho, Mueller, and Price (1993) found that routine job had a negative affect on satisfaction in their study of hospital workers. In a rest of the gender paradox,

reutilization had a negative affect on satisfaction of job, but not on pay satisfaction (Muller and Wallace, 1996).Riggs and Beus (1999) found an increased job satisfaction among female staff as the number of areas of responsibility increased, while the satisfaction among male agents decreased.

Control refers to the freedom given to employees to make decisions. Controls can exist on two different levels within the organization –Autonomy and decision making. Autonomy refers to the control employees possess over their specific job tasks. Decision making power impacts employees' policies (Spector, 1987). In spector's (1986) meta-analysis of job satisfaction, he found a positive correlation between autonomy and works satisfaction. Agho, Mueller, and price (1993) studied satisfaction among hospital employees. In their study, autonomy was one of the strongest predictors of satisfaction (1993). In a test of the gender paradox, Muller and Wallace (1996) found that autonomy was positively related to job satisfaction but decision making had no effect on either job or pay satisfaction.

Workload is another aspect of the job that can impact work satisfaction and commitment. Defined as the demands placed on the employee by job, the strength of the relationship of workload to work satisfaction in consistent (Specter, 1997).Muller and Wallace (1996) found that workload was negatively related to job satisfaction. Yoon and Thye (2002) found a positive relationship of workload both directly to job satisfaction and indirectly to organizational commitment. Among clerical workers, Spector (1987) found a negative correlation between workload and satisfaction.

Two social aspects of the work are the support of the work group and the worker's immediate supervisor. A support work environment is characterized by the perception that supervisors help facilitate the work process and that coworkers are involved in that supervisor's help facilitate the work process and that coworkers are involved in the employee's work (Babin and Boles).Babin and Boles (1996) found a direct and indirect

impact of supervisor support and coworker involvement on job satisfaction in a study of retail sales employees. Griffin, Patterson, and West (2001) studied the relationship between working in teams, supervisory support, and satisfaction. They found that working in teams reduced the positive impact of supervisory support on job satisfaction. At the same time, teamwork enriched the individual's sense of control on the job which positively affected job satisfaction (Griffin, Paterson, and West, 2001)

2.2 Gender and job satisfaction

Results of studies on the job relationship between gender and work satisfaction has been mixed. Studies which have found either males (e.g. Dodd-Mccue and Wright, 1996) or females (e.g. Fields and Blum, 1997) to have higher work satisfaction often trace differences to organizational variables valued differently by men or women. For instance, women have been thought to emphasize and derive satisfaction from relationship-oriented aspects of work more than from the tasks involved (e.g. Eagly, 1987). However, structural factors such as women's generally lower job status and advancement opportunities may mediate these results. Related to the idea that women and men differ in what they want is the idea that gender differences may be found in satisfaction with specific aspects of one's job. In an analysis of the 1973 survey of working conditions. Qunin, Mangione, and Baldi de Mandilovitch (1973) found that women were significantly less satisfied than men with the financial rewards and challenges their jobs provided in contrast. Penley and Hawkins (1980) analyzed workers in one firm and found no significant gender differences on satisfaction with pay.

The effects of gender on job satisfaction has been generally found to vary with the level at which an individual works. A study by H. Jack Shapiro and Louis W.Stern, for example, found that professional women such as clinical psychologist, social workers and medical workers experienced levels of job satisfaction than their male counterparts. Among nonprofessionals, on the other hand, the reverse was true (Shapiro and stern, 1975)

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These differing results for job satisfaction among men and women depending on their occupational level are supported in other studies. In a study by Varca and others, they examined job satisfaction among college alumni members 5 years after they had graduated and found that at higher occupational levels men expressed more satisfaction than women in terms of pay and opportunities for advancement (Varca, et.al..1983).

Mottaz (1986) identified gender – related variance but only at lower levels of organization. At lower levels men focused on intrinsic and extrinsic job rewards and had more intrinsic work-related values. While women emphasized social rewards and more relationship oriented work-related values. However, at managerial levels, men and women tended to view their jobs as being equally rewarding and had similar work-related values. This implies that one organizational factor likely to mediate the relationship of gender to both leadership ratings and work satisfaction is managerial level. It is probable that higher-level managers. With potentially greater autonomy and rewards, differ in work satisfaction from lower level managers.

2.3.1 The gender paradox

A central paradox in studies of gender and job satisfaction is why women's job satisfaction is not lower than men's given that women's jobs often inferior in terms of pay, autonomy and promotional opportunity. Repeadly in the literature it is stated that the findings are inconsistent. Some studies report that women have higher job satisfaction, some studies find that men are more satisfied and others find no significant difference. One of the most often cited studies of gender differences in job satisfaction are a report by Quinn, Staines and Mccullough (1974). In a review of five national surveys, they found men were more satisfied in 3 surveys, and women were more satisfied in 2 surveys. The gap ranged from 2 to 7 percentage points and was intermittently significant. They imply that there is no overall difference in job satisfaction by gender.

Several explanations have been proposed for women's high satisfaction. The explanation most commonly used is that women have lower expectations than men because they compare themselves to women while men compare themselves to men. Secondly, women may be socialized not to express discontent (Hodson 1989). A third explanation is that women and men value difference chrematistics in a job.

The own-gender references perspective argue that women report higher relative levels of job satisfaction because they refer to other women when evaluation their jobs. Because other women are also in position of lower rewards and opportunity, their job satisfaction is not impacted negatively. According to the "differential entitlements standards" perspective objectively lower earnings as fair. In other words, women expect less from their work than do man. Proponents argue that differential entitlements is a result of gender socialization process (Buchanan, 2002)

Two additional perspectives suggest that objective rewards are not necessarily the source of satisfaction. Instead it is the perceptions of the environment (workload, supervisor and co-worker support, autonomy, resources etc) that account for the variation in satisfaction. Women's satisfaction is determined via social aspect of work (i.e., co-worker support). Therefore, inequitable objective rewards do not create inequitable satisfaction (Hodson, 1989; Phelan 1994; Muller and Wallace, 1996).

Women in male-dominated organizations, by definition, are minorities both numerically and in terms of power. This minority status places women in a position of disadvantages that may produce paradoxical satisfaction (Reed, 1996).

2.3.2 Job Satisfaction among Professional Women

Studies of gender samples may be masking a gender gap among professionals. Shapiro and Stern (1973) found that among professionals (clinical psychologists, social workers and medical workers, N=68), women had lower job satisfaction. The reverse was found

among non-professionals (factory workers, N=32), Varca, Shaffer and McCauley (1983) tried to replicate their results using stastical tests to analyze 392 alumni five years after graduation from college. As hypothesized, they found that, in the higher occupational level group, men had significantly with pay and opportunity of advancement, while the pattern was reversed at the lower occupational level" hypothesis. This interpretation leads to the prediction that, among professionals, women will have lower job satisfaction than men.

Smith and Plant (1982) studied 73 pairs of professors who were matched in terms of academic departments, rank, highest degree and year of service. They concluded that there were no meaningful gender differences in satisfaction. In a study of 346 females and 346 male engineers, matched in experience and engineering society membership. Jagacininski (1987) found that women scored lower than men on all four measures of job satisfaction, although the differences were not significant. What these two studies have in common is that men tend to have a small, positive and statistically insignificant advantage in job satisfaction compared with women in matched samples of professionals. In his study of lawyers, chiu (1998) found that female lawyers have job satisfaction than male lawyers. This gap is not due the women having different preferences from the men. Rather, the two genders are similar in terms of what is important for their job satisfaction. The primary reason for female layers' lower job satisfaction is their lack of influence and promotional opportunities (Chiu, 1998). This is inoccurred with findings about blocked opportunities, and unequal for female lawyers (Hagan and Kay 1995 Lentz and Laband 1995).

CHAPTER-III

RESEARCH METHODOLOGY

3.1 Rationale for the selection of the study area

The study site was one of the district of Bagmati Zone of Nepal and Kathmandu district of the country which is the capital of Nepal. Its geo-physical area included hilly and valley lands. Kathmandu is considered to be very much suitable for the study of job satisfaction as women are engaging in jobs and also helping in various activities which they have to perform in their home. Kathmandu is most densely populated city of Nepal. From all part of the country people come to study in Kathmandu in various college according to their interest and after finishing their study they start job primarily to fullfil their basic needs. As I am also working in one of the college in Kathmandu, I thaught that this place is better for conducting this study.

Six private colleges were taken as study area in Kathmandu Metropolitan City as the female staffs who were working in these private colleges were not fully satisfied with their job and it was realized that this type of study was not done before. Therefore realizing this type of situation, I thought, it was very necessary to conduct study based job satisfaction and then the result of this study would be fruitful for various participants and promoters to correct their weakness.

3.2 Research Design:

This is a descriptive cross-sectional survey based on female staffs that cross examines the job satisfaction on the basis of various selected variables. This is a descriptive, qualitative and quantitative, cross-sectional study.

3.3 Study Area:

The research work was conducted among the female staffs in selected colleges. The college was mostly health related and located in various places of Kathmandu Metropolitan City of Nepal.

3.4 Study Population:

There were 300 staffs working in my study area including male and female. Among all these staffs, only female staffs of the private colleges were taken as the study population.

3.5 Sample size:

There were 150 female staffs working in the selected colleges. Among all those staffs 8 staffs from each college was taken and 2 additional staff from Nobel College was taken. So, the sample size was 50.

3.6 Sampling Techniques

Purposive sampling technique was used to select the study area. In purposive sampling, we sample with a *purpose* in mind. We usually would have one or more specific predefined groups we are seeking. Purposive sampling can be very useful for situations where we need to reach a targeted sample quickly and where sampling for proportionality is not the primary concern. All the female staffs of the six colleges were identified and then 8 staffs were selected from each college randomly and two more staffs were taken from to fulfill the sample size in my study.

3.7 Sources of Data:

Primary data were collected from study site by using pre-tested questionnaire and for literature review, secondary data were used. Sources of secondary data were the published and unpublished and various type of study which were conducted to see the job satisfaction in Nepal, South East Asia and in the World.

3.8 Tools of Data Collection

This is a descriptive cross sectional study. Qualitative as well as quantitative information was collected by using structured questionnaire. It included interview with female staffs of various colleges. The final questionnaire was prepared consisting of both close-ended and open-ended. Details of the questionnaire are attached in annexure.

3.9 Data Collection Method

The researcher applied the structured questionnaire. Structured interview involved the set of pre-determined questionnaires. The schedule containing the set of questions was used to collect some of the basic data in terms of personal identification and population structure like caste/ethnic group, age, sex, education, occupation of the respondent. It would be useful to provide information on the job satisfaction.

3.10   Data management, analysis procedures and interpretation

All interviewed questionnaire was checked for its completeness, correctness and internal consistency to exclude missing or inconsistent data. All data was compiled in numeric and ordinal form before analysis. Coding, classification and tabulation were done for facilitating analysis and interpretation. Data analysis is the most crucial constituent of any research work. The data collected through various methods and techniques was put together and was analyzed in a separate chapter "Interpretation and analysis of data". Data will be processed through the computer using SPSS 11.5 version for windows.

3.11 Validity and Reliability of the instrument:

- To minimize the bias interviews was conducted in an area with adequate confidentiality and privacy.
- Regular guidance of research supervisor was sought at every stage of research work if necessary.
- Researcher herself collected the data
- Regular supervision and guidance from the guide was done.
- Editing procedures were done on the same day after the information will be collected.
- Data was analyzed by using SPSS program to minimize faulty interpretation.

3.12 Inclusion criteria and exclusion criteria:

Inclusion criteria:

) Those who were willing to give the consent and participated in the interview.

) Those who were physically and mentally enable to response.

Exclusion criteria:

) Those who refused to give informed consent

) The staff who did not present in college at the time of study

) Those who refused to give the informed consent

) Those who were suffering from the severe illness

) Those who were suffering from the mental illness

3.13 Ethical considerations:

All ethical issues related to research involving human subjects would be addressed according to guidelines of Nepal Health Research Council and ethical review committee of WHO.

) Permission was taken from the college before starting the data collection

) Investigator maintained the precautions so that the study would not harm any individual and the institution.

) Verbal consent was taken from each participant. The participants was assured of confidentiality and informed that their participation would be voluntary. They were explained about the purpose of the study.

) Furthermore, information was used only for study and it would be explained that the respondents would be free to participate or refuse at any point in time like.

3.14 Limitations of the Study:

) This study was conducted in a small organizational framework; therefore, the generalization made in this respect may not generally applicable to other organizations.

) Many important socio-cultural variables might not be included due to limited time, and budget.

ﾉ Due to limited time and financial constraints, the study might not be ideal of its own as desired; to some extent this study may provide some clues to other researchers on the whole.

CHAPTER -IV

FINDINGS

The chapter presents the quantitative and qualitative findings regarding Job satisfaction among female staff working in private colleges in Kathmandu Metropolitan City of Nepal. The findings have been described under the categories as mentioned below:

4.1 Socio-demographic findings

The findings related to age, educational status, marital status, family size and support from the family of the respondents which are stated below:

Table 1: Age of the respondents

Age of the respondents	Number (n=50)	Percent (%)
<30	25	50
Between 31-40	20	40
More than 40	5	10

Source: Field survey, 2066

Table 1 reveals that majority (50%) of the female staffs was found below the age of 30 years and only 10% of them were greater than 40 years.

This is the main time to earn money in various private colleges to earn money because in Nepal it is very difficult to get permanent job in government sector. Therefore, after finishing master degree or bachelor degree course most of the female join in private college as a lecturer. In this time they are not fully satisfied and try to sift from one college to another college for more salary and good teaching and learning environment.

Table 2: Educational status

Education	Frequency	Percent (%)
Certificate	11	22
Bachelors	25	50
Masters	14	28

Source: Field survey, 2066

Education probably tends to raise expectations and make people dissatisfied with performing the routine tasks required of most jobs (Glenn et.al.1977). Glenn and Weaver (1982) argued that education increases the expectations of the job therefore reducing job satisfaction. In our research about 50% of the female staffs completed the Bachelor level education and about 28% completed their Masters level study. But it has also been seen that the post graduate employees are only satisfied with economic security and affiliation needs and are dissatisfied with rest prestige autonomy and achievement needs (Gautam, 1980).

Therefore most of the respondents said that education plays great role for job satisfaction. As the education level rises the level of expectations also becomes high and the staffs got unsatisfied about the salary, administrator and the supervisor. Previous study also shows the same findings.

Table 3: Marital status

Marital status	Number	Percent (%)
Single	23	46
Married	27	54

Source: Field survey, 2066

Just more than half (54%) of the respondents were married and 46% of the respondents were unmarried. According to the respondents this time is to settle in better and permanent job and not satisfied until they got the better job. But the respondents who already married have more than 30 years old.

Table 4: Length of service

Length of Service (yrs)	Frequency(n=50)	Percent
1-4	30	60
5-7	14	28
>7	6	12

Source: Field survey, 2066

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Regarding length of services table four indicates that 60% of the respondents have their service period from one to four years and 28% of the respondents have their service period from 5-7 years and only 6% of the respondents have their service length more than 7 years. This represents that the respondents were not satisfied in one job due to low salary, low recoganization and low opportunity in the same job. Therefore they try to change job from one college to another.

Figure 2: Satisfaction with salary received
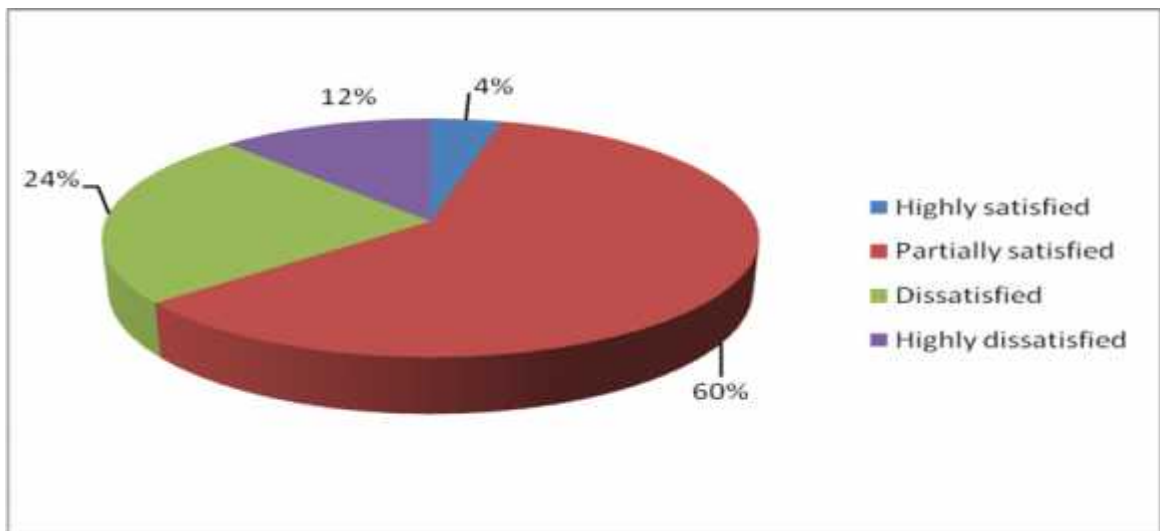
Figure 2 represents that about 60% of the female staffs were partially satisfied with the salary received from their college and 12% were highly dissatisfied with it. Only 4% were highly satisfied with the salary in their college. Most of the respondents said that the percentage of the partially satisfied respondents were high because of their high expectations and high investment during study period.

Figure 3: Satisfaction with working environment
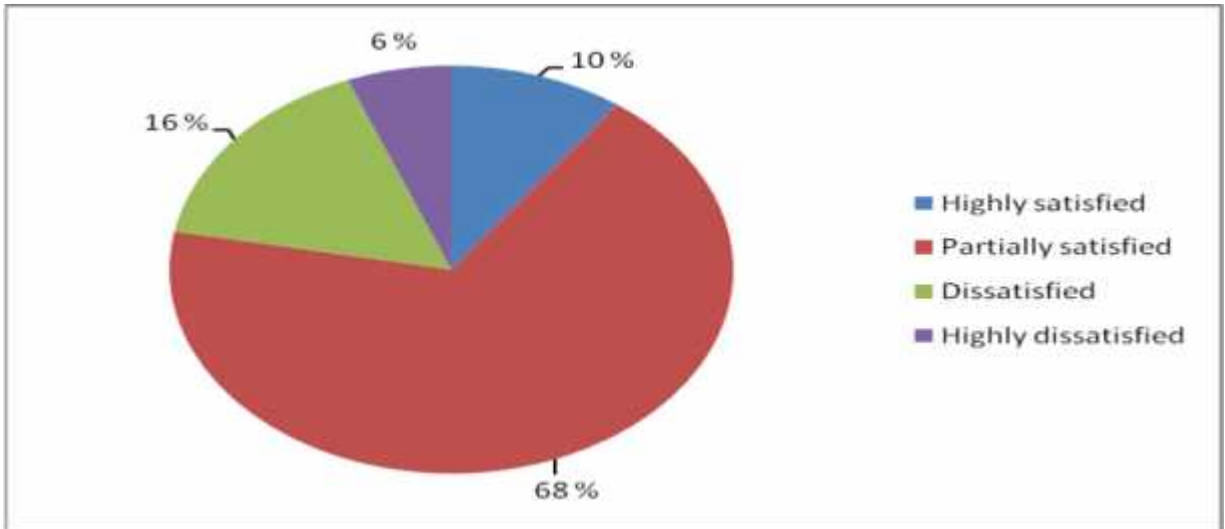
In the above figure about 68% of the female staffs were partially satisfied with the working environment of the college and only few 10% were highly satisfied. About 6% were highly dissatisfied. According to the respondents, most of them were partially satisfied because they did not get their salary on time, gender biases and not so much cooperation from the administration side.

Figure 4: Satisfaction with job at present
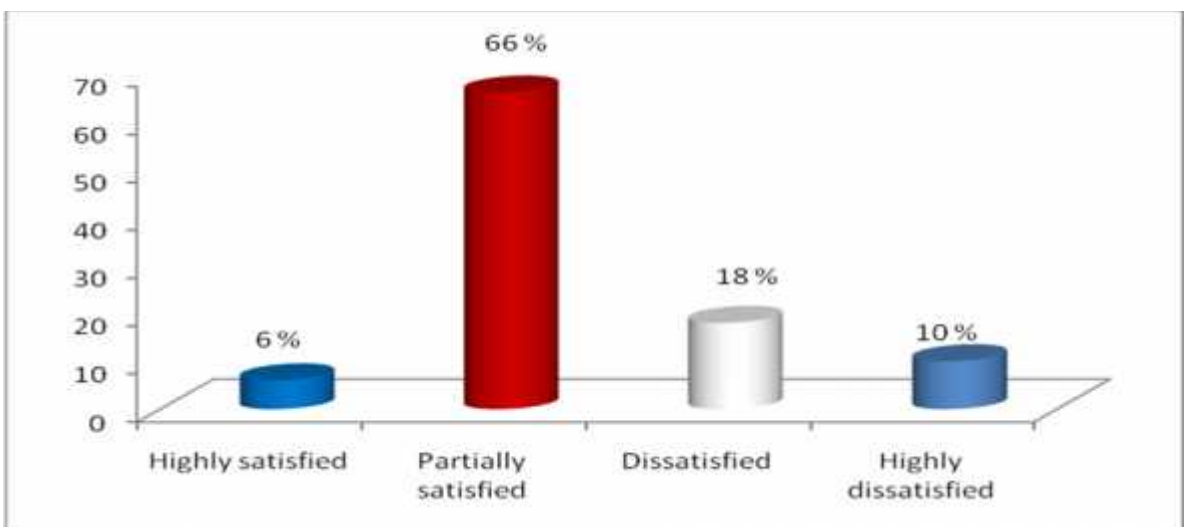
The figure shows that majority of the female staffs were partially satisfied (66%) with their jobs at present and about 10% of them were highly dissatisfied. Respondents said that they wanted to be satisfied but due to lack of support from their friends they were partially satisfied.

c. Family size and characteristics:

Majority of the staffs had small size family (56%), about 28% had the medium size family and only few (16%) had the large and extended family. About 30% of them got support from their husband while working and only few (26%) organized themselves during their working period. Majority (54%) received help from other sectors like parents and their relatives.

Most of the respondents said that small family size had greatest influence on perception of high esteem and enjoyment of work. The largest family size had the lowest response to all five aspects of job consciousness. Some theorists declare that only well prepared families can successfully foster the balanced and competent personality development of children and mental heath of the family.

d. Salary and promotion:

About 60% of the female staffs were partially satisfied with the salary received from their college and 12% were highly dissatisfied with it. Only 4% were highly satisfied with the salary from their college. Majority (58%) of the staffs said that they had no chance of promotion within 5 years of their service. About 46% of the staffs were partially satisfied with the promotion basis of the college and only few 2% were highly satisfied. About 36% were dissatisfied and 16% were highly dissatisfied with the trends of promotion in their college.

This study shows that according to the job and performance of the respondents the salary and the promotion are not sufficient. Therefore, they are not fully satisfied on their job. For better satisfaction time to time increment of salary and time to time promotion is needed. Because several studies have demonstrated that promotion is an important source of satisfaction, commitment and turnover for both men and women (Johnson, McClure, and Schneider, 1999).

e. Training and opportunities:
About 60% of the staffs were deprived of getting training opportunity abroad and only few (14%) of them were able to attend conferences/ meetings within the country. The findings in one of the studies showed that there was a positive relationship between training and linking the job, giving priority to his job.

Those with additional training were more satisfied with their job than those without (Shrestha, et.al.1986). About 12% of the staffs got training opportunities and workshop/ seminar attendance .Only 2% of the staffs found opportunity for higher studies. Majority of the staffs (94%) were deprived of getting any opportunities abroad. Only few (2%) got chance to attend the trainings and higher studies abroad. About 82% of the staffs said that they didn't get any official opportunity outside the valley. Majority of the staffs (94%) didn't find any official opportunity abroad.

It is suggested that schemes, such as training of unemployed and underemployed family members for subsidiary jobs be implemented to provide skills to family members to enable them to generate additional income, which may indirectly maximize job satisfaction of employees.

f. Perception and recognition:
The individual feels job satisfaction only when it offers recognition, sense of achievement, greater responsibility and opportunity for advancement. A survey by

Hoonaker showed that workers ranked "challenge" of their job and "responsibility" as more important than their base salary, job/organizational design has been suggested as an important solution (Hoonakeret.al.2002). Here in this study majority of the staffs got good recognition and appreciation from their organization (74%). About 86% of the staffs got good recognition and appreciation from their society. About 84% of the staffs got the appreciation and recognition from their family and about 82% received appreciation and recognition from their friends.

According to Mashlow, needs are organized in a series of levels called hierarchy of needs the 'lower order needs' should be satisfied before the "higher order needs". But he also emphasizes –esteem from others (i.e. higher order need) should be satisfied: Thwarting of these needs produces feelings of inferiority, weakness which give rise to basic discouragement or neurotic trends. If self-esteem need is not satisfied, disgust, inferiority compels and discouragement may result. The satisfaction of need of actual esteem from others leads to a feeling of self-confidence and prestige.

Therefore, majority of the staffs were satisfied with the recognition received from their peers (76%) and only 4% were highly dissatisfied. About 68% of the female staffs were partially satisfied with the working environment of the college and only few 10% were highly satisfied. About 6% were highly dissatisfied. About 58% of the staffs got freedom in the judgment of their job. Teamwork enriched the individual's sense of control on the job which positively affected job satisfaction.

g. Gender and job satisfaction:

While studying the job satisfaction on female staffs, majority of them (52%) said that the management has biasness for males. In an analysis of the 1973 survey of working conditions. Qunin, Mangione, and Baldi de Mandilovitch (1973) found that women were significantly less satisfied than men with the financial rewards and challenges their jobs

provided in contrast. About 58% said that male and females have different level of job satisfaction.

According to the respondents, the study shows that job satisfaction among men and women depend on their occupational level because higher the level lowers the gender biases and vice versa. Therefore the women, who are in higher level job, get opportunities and appreciation than the women who are in lower level.

CHAPTER V
SUMMARY AND CONCLUSION

Sociology is the study of society. It also studies about the human social behavior. As the study of humans in their collective aspect, sociology is concerned with all group activities: economic, social, political, religious and institutions. College is one of the social institutions where various staffs are working and their work satisfaction is considered as very good for personal development, organizational development and finally for national development. Therefore, good salary, training, promotion, working environment and relationship between senior staffs to the other staffs and gender biases, these factors are considered as main factor for my study. Job satisfaction directly depends upon these factors.

Satisfaction surveys are useful in gaining the understanding of the users needs and their perception of the services received. In the society, every body needs to be satisfied with their working conditions. Various types of social institutions are present in our society e.g. educational, political, and religious, etc. Everywhere people are engaged and earning money for their lives and providing services for the improvement of the life of the community people. Among these educational institutions, this study helps us to know the level of job satisfaction among female staff working in six private educational institutions. In this study it has been found that about 6% of the staffs were highly satisfied, majority of them were fairly satisfied (63.2%), 21.2% were dissatisfied and only 9.6% were highly dissatisfied in their profession (using Likert's scale).

Job Satisfaction among the staff is very important for the smooth running of the organization. Certain important job characteristics like accomplishments in jobs, enjoyment from work, recognition, prestige and status, scope of using the personal initiatives and possibility of growth lead to the job satisfaction of an employee in an organization. Hence this study was conducted in order to critically examine the situation of female staffs working in the private colleges of Kathmandu Metropolitan City. The

study also tried to point out the causes of female employee satisfaction or dissatisfaction in their job. In this study majority of the female staffs were fairly satisfied in their jobs.

Although women and men are generally assume to experience similar career life stages and developmental tasks, gender role demands affecting their work life are markedly different. After analyzing gender differences in job satisfaction, Mannheim (1993) summarized two perspectives on gender differences. The structural perspectives explain observed gender differences as due to conditions, such as pay and promotion. The socialization perspectives hold that the differential socialization of men and women results in psychological difference in the motivation to work, which, in turn, influences job satisfaction.

Job satisfaction is an important element from organizational perspective, as it leads to higher organizational commitment of employees and high commitment leads to overall organizational success and development. College is also one of the social institutions. Dissatisfied individuals leave the organization and increase the motivation of those staying there and as a result workers loose performance and efficiency and might disrupt the work and leave the job.

Various researchers have contributed their research findings from organizational set ups, in order to increase employee job satisfaction and have given various suggestions to boost up the satisfaction. The study shows that in order to increase individual's satisfaction level employees should be given advancement opportunities. Similarly changes in organizational variables, such as pay scales, employee input in policy development, and work environment could then be made in an effort to increase organizational commitment and overall outcome. Job satisfaction dimensions like nature of the job, management and supervision, task requirement, co-workers, job security, and recognition and promotion had more effect on employees' organizational commitment in organizational set up.

Based on the findings it can be concluded that satisfaction has the direct relationship with the service provided from the college. The study design was descriptive cross-sectional through which qualitative and quantitative information was collected from 50 female staffs by using structured questionnaires.

Most of the female staffs were below the age of thirty and working as lecturer in these colleges because there were no other options to get easy and permanent job. According to the respondents they tried to join in I/NGOs and other development sectors but due to lack of experience they did not get chance there.

As the respondents were lecturers in various colleges, most of them were completed their bachelor degree courses and only few have completed Master degree. This was the interesting results because most of the respondents got chances to teach Bachelor level students after completing bachelor degree. The reason was the candidate who completed master degree in nursing they can easily go to abroad for their further study and earning.

Family size of the respondents also play most important role for the job satisfaction among the respondents. As the family size increases the job satisfaction decreases because they felt difficult to manage whole family from that amount of money.

More than half of the respondents felt that there was no chance of promotion because of gender biases. When the chance came to promotion the male staff became ready for the promotion. The college promoter also helps to promote male staffs by providing training opportunity, to attend workshop and seminar abroad and within country. Only sometimes the female staffs got chance to participate in training/seminar and workshop.

Above findings suggest that services provided by the private colleges of Kathmandu Metropolitan City were fairly satisfied with the female staff's expectation to large extent and only few staffs were highly satisfied with the overall services provided from colleges. The reason for the dissatisfaction can be easily addressed to improve the situation as most

of those are related to the local level managements. Therefore, for better job satisfaction, the promoter and government of Nepal has to focus on salary, frequent promotion, regular training opportunities, good recognition and perception of work from the people, good working environment, freedom for the judgment and effective coordination and communication with the staffs are only the best way.

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